

PROPOSAL PACKAGE

CC-BLRI003-15

Department of the Interior

National Park Service
Blue Ridge Parkway

**Proposal to Operate Lodging,
Food and Beverage, and Retail Services
at Pisgah Inn**

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PROPOSAL SUBMISSION TERMS & CONDITIONS

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. **The letter, submitted without alteration, must bear original signatures and be included in the Offeror's Proposal Package.** The National Park Service (Service) will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new concession Contract as the Concessioner. If the entity that is to be the Concessioner is not in existence as of the time of submission of a proposal, the proposal must demonstrate that the individual(s) or organization(s) (hereinafter Offeror-Guarantor) that intends to establish the entity that will become the Concessioner has the ability and is legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror-Guarantor must unconditionally state and guarantee in its proposal that the Offeror-Guarantor will provide the Concessioner with all funding, management, and other resources that the Draft Contract requires and the proposal offers.

OFFEROR'S TRANSMITTAL LETTER

To: Stanley Austin
Regional Director
Southeast Region
National Park Service
100 Alabama St. SW
Atlanta, GA 30303

Attention: Commercial Services Program Manager

Dear Mr. Austin:

The name of the Offeror is _____. If the Offeror has not yet been formed, this letter is submitted on its behalf by _____ as Offeror-Guarantor(s), who guarantee(s) all certifications, agreements and obligations of Offeror hereunder and make(s) such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror hereby agrees to provide visitor services and facilities within Blue Ridge Parkway in accordance with the terms and conditions specified in the Draft Concession Contract CC-BLRI003-15, (Draft Contract), provided in the Prospectus issued by the public notice as listed in the Federal Business Opportunities (www.fedbizopps.gov), and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus and the Offeror's Proposal). If the Offeror is not yet in existence, the undersigned, acting as guarantor(s) of all certifications, agreements and obligations of Offeror hereunder, makes such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror is enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is complete, true, and correct, and recognizes that false statements may subject the Offeror to criminal penalties under 18 U.S.C. 1001. The Offeror agrees to meet all the minimum requirements of the Draft Contract, and the Prospectus. The Offeror certifies that it has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 2 C.F.R. Part 1400 the following:

- None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.
- Within the three years preceding submission of the Proposal, none of the individuals or entities acting as Offeror or with an ownership interest in the Offeror has been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.
- None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of the aforementioned offenses.
- The individuals or entities acting as Offeror or with an ownership interest in the Offeror have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

- The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

The Offeror, by submitting this Proposal hereby agrees, if selected for award of the Draft Contract:

- 1) To the minimum requirements of the Prospectus as identified in Part A of this Proposal Package.
- 2) To complete the execution of the final Concession Contract within the time provided by the National Park Service when it presents the contract for execution.
- 3) To commence operations under the resulting Concession Contract on the effective date of the Concession Contract.
- 4) To operate under the current, National Park Service approved rates, until such time as amended rates may be approved by the National Park Service.
- 5) To acquire the Leasehold Surrender Interest of the Existing Concessioner under the terms of the Existing Contract (both terms as defined in the Business Opportunity section of this Prospectus).
- 6) [Include only if the Offeror is not yet in existence] To provide the entity that is to be the Concessioner under the Draft Contract with the funding, management, and other resources required under the Draft Contract and/or described in our Proposal.
- 7) [Include only if the Offeror is a business entity rather than an individual] To deliver to the Regional Director within 10 days following the announcement of the selection of the Offeror as the Concessioner, current copies of the following:
 - Certificate from its state of formation indicating that the entity is in "good standing" (if such form is issued in that state for Offeror's type of business entity);
 - Governing documents of Offeror (e.g. Articles of Incorporation and By-Laws for corporations; Operating Agreement for LLCs; Partnership Agreement for Partnerships; or Venture Agreement for Joint Ventures); and
 - If the business entity was not formed in the State of North Carolina, evidence that it is qualified to do business there.

NAME OF OFFEROR (or OFFEROR-GUARANTOR(s) if the Offeror is not yet in existence as of the time of submission - list all if more than one and clearly indicate that the entity is an Offeror-Guarantor: _____

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

CERTIFICATE OF BUSINESS ENTITY OFFEROR
(OR OF OFFEROR-GUARANTOR IF OFFEROR IS NOT YET FORMED)
(Offerors who are individuals should skip this certificate)

I, _____, certify that I am the _____ of the [specify one] corporation/partnership/limited liability company/joint venture named as Offeror (or Offeror-Guarantor, if applicable) herein; that I signed this proposal for and on behalf of the Offeror(or Offeror-Guarantor, if applicable), with full authority under its governing instrument(s), within the scope of its powers, and with the intent to bind the entity.

NAME OF ENTITY _____

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

PART A

The minimum requirements for the Draft Contract are identified in this Part A of the Proposal Package. If the Offeror, in its transmittal letter, does not agree to these minimum requirements, its proposal will be considered non-responsive. (The requirements of Part B of this Proposal Package outline detailed submissions referred to in this part, as well as additional secondary selection factors.)

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK.

The Offeror agrees to comply with all terms and conditions specified in the Draft Contract, including compliance with all applicable laws, including, without limitation, environmental protection and conservation laws.

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES.

The Offeror agrees to operate at the current Service approved rates during the term of the Concession Contract until such time as a new rate schedule is approved by the Service, in accordance with 16 U.S.C. § 5955.

The Offeror agrees to accept the Concession Facilities, and any assigned government personal property “as is” as required by the Draft Contract, Section 8(f).

The Offeror accepts the draft Operating Plan included as Exhibit B of the Draft Contract.

The Offeror accepts the draft Maintenance Plan included as Exhibit H of the Draft Contract.

The Offeror agrees to fund and use the “Repair and Maintenance Reserve” (RMR) of **two and a half percent (2.5%)** of annual gross receipts over the contract term, as described in the Draft Contract. RMR funds not expended at the expiration of the Draft Contract will be remitted to the Service as Franchise Fees.

The Offeror agrees to implement an equal opportunity program.

The Offeror agrees to develop and implement an effective health and safety program (Concessioner Risk Management Program), according to the requirements of the draft Operating Plan for such programs.

PRINCIPAL SELECTION FACTORS 3 AND 4 DO NOT HAVE SPECIFIC REQUIREMENTS FOR THIS PART A. NEVERTHELESS, INFORMATION IS REQUIRED FOR PRINCIPAL SELECTION FACTORS 3 AND 4 IN PART B. FAILURE TO PROVIDE MATERIAL INFORMATION REQUIRED THEREUNDER MAY RESULT IN AN OFFEROR BEING DEEMED NON-RESPONSIVE.

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE, IF ANY, AND/OR OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR.

The Offeror agrees to at least the minimum franchise fee of **one percent (1.0%)** of annual gross receipts.

PART B

Response Format

For the page limits set out in these Principal Selection Factors, please note that the Service will not review or consider the information on any pages that exceed the page limitation stated, including attachments, appendices or other additional materials the Offeror submits. The Service considers text on two sides of one sheet of paper to be two pages. Offerors must use normal sized font, such as 11 or 12 point, and 1 inch margins on all sides. Tables, charts, graphs, provided forms, and copies of sample material using less than 11 point font are acceptable. The Service would like to see clear and concise answers. A longer answer will not necessarily be considered a better answer. Please respond only with the information requested in the subfactors.

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK. (0-5 POINTS)
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Note to Offeror: *This Principal Selection Factor is concerned with objectives that relate specifically to the protection of the particular resources of Blue Ridge Parkway (Park). Objectives for improvement of the natural environment in general (solid waste management and reduction, and fuel and energy conservation) are addressed under Secondary Selection Factor 1. Avoid overlap between responses here and responses to Secondary Selection Factor 1.*

Service Objectives

The Service's objectives under this factor are for the Concessioner to protect, conserve, and preserve the Concession Facilities and minimize the Concessioner's impact to wildlife and other natural resources of the Mount Pisgah area.

A condition assessment of the facilities completed in 2012 indicated that a moderate amount of deferred maintenance (DM) is required for the Pisgah Inn Concession Facilities. The Concessioner must cure all DM for all real property assets assigned under the Draft Contract. The DM forecast assumes the Concessioner will maintain buildings according to the Draft Contract and the Exhibit H Maintenance Plan ("Maintenance Plan"). The Service includes estimates in the Business Opportunity and detailed descriptions of DM projects are in Attachment 1 to the Maintenance Plan.

Refer to the Draft Contract and Maintenance Plan for the definition of terms used in the subfactors and other requirements.

The Mount Pisgah area includes an 8,000-year old high altitude bog and a globally imperiled high-altitude spruce/fir forest, which is home to numerous sensitive vegetation and wildlife species. The Service has ongoing issues with habituated black bears in the Mount Pisgah area, including the Lodge and Campground. Mount Pisgah is also habitat for the Northern Flying Squirrel, an endangered species. In addition, the Service strives to use best management practices to avoid or minimize potential adverse impacts from operations on resources including vegetation, wildlife, threatened and endangered species, water quality, wetlands, air quality, cultural resources, natural soundscapes and natural darkness.

Subfactor 1(a). Maintenance of Concession Facilities

Using not more than **15 pages**, including all text, pictures, graphs, etc.:

- 1) Describe how you will comply and measure your compliance with the requirements in Section 10 of the Draft Contract to maintain the Concession Facilities to the satisfaction of the Director, including your methods and approaches for monitoring, staffing and scheduling.
- 2) Describe how you will modify your methods and approaches as appropriate to ensure you continue to meet this contractual obligation throughout the term of the Draft Contract.
- 3) Describe the steps you will take to winterize the Concession Facilities assigned under the Contract.
- 4) Describe how you will complete work during the busy season with limited disruption to guests.

Subfactor 1(b). Minimizing Impacts to Wildlife and Other Natural Resources

Natural resource interaction in the Pisgah area is a continuing issue that requires visitor education, employee training, and strong environmental programs. Concession operations in remote locations directly impact wildlife and other natural resources, such as the quality of the night sky, soundscapes, water quality, and natural vegetation.

Using not more than **10 pages**, including all text, pictures, graphs, etc.:

- 1) Describe the specific actions you will take, beyond contract requirements(specified in Draft Contract Section 6), Operating Plan Section 4)E)(8), and Maintenance Plan Part B Section 4) and 5), and Maintenance Plan Part C), to reduce the impact of concession operations on wildlife and vegetation.
- 2) Describe the specific actions you will take, beyond contract requirements, (specified in Draft Contract Section 6), Maintenance Plan Part B Section 4) and Maintenance Plan Part C) to reduce the impact of concession operations on natural resources other than wildlife and vegetation (e.g., night sky, natural quiet, water quality and others).

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. (0 - 5 POINTS)**Service Objectives**

The Service's objectives for this Principal Selection Factor are for the Concessioner to provide high-quality services, at reasonable rates and in a safe manner that contributes positively to a visitor's overall Park experience. The Service believes that lodging accommodations, restaurants, and retail outlets in the Park comprise an integral component of the overall Park experience for many visitors, and offer opportunities not available in lodging establishments located outside of the Park.

Subfactor 2(a). Improvements to the Lodging Experience

The Service would like the Concessioner to provide services that attract new visitors and increase visitors' average length of stay, allowing them to experience the Park while increasing the Concessioner's occupancy and revenue.

Using not more than **10 pages**, including all text, pictures, graphs, etc.:

- 1) Describe how you will improve guest rooms to appeal to a wide range of visitors. Include improvements or additions to furnishings and guest room amenities.

Do not propose items that may generate Leasehold Surrender Interest, as the Service will not consider such items if proposed.¹

Subfactor 2(b). Improvements to the Restaurant Space

The Service would like to consider options for reconfiguring the restaurant space in order to reduce overcrowding, improve circulation, and increase access to the spectacular views from the dining room. The Service will consider proposals for moving the existing Gift Shop to the Rhododendron Room and using the existing Gift Shop space for dining room tables. The existing floor plan for the Restaurant is included in Appendix Q of this Prospectus.

Using not more than **10 pages**, including all text, pictures, graphs, etc.:

- 1) Provide your conceptual design for the layout of the dining area, including any reconfigured use of the Rhododendron Room and Gift Shop that you propose. Specify the number and approximate location of tables and seats, the location of the host's stand and waiting area, and how you would use the space in the Restaurant, Rhododendron Room and Gift Shop most effectively. Describe how you would overcome any issues related to crowding and circulation, in order to reduce wait times and increase efficiency of service. If you propose to use the space of the existing Gift Shop for additional dining room tables, include your plan for how waiters would navigate between the kitchen and the additional tables.

Do not propose items that may generate Leasehold Surrender Interest, as the Service will not consider such items if proposed.

¹ Public Law 105-391 states that a concessioner who constructs a capital improvement upon land owned by the United States within a unit of the National Park System pursuant to a concession contract shall have a leasehold surrender interest in the capital improvement, which is defined as a structure, fixture, or non-removable equipment provided by a concessioner pursuant to the terms of a concession contract. 36 CFR Part 51, Subpart G further describes leasehold surrender interest.

Subfactor 2(c). Improvements to the Retail Operations

The Service would like Pisgah Inn visitors to have a variety of quality retail options at a range of price points. The Service is especially interested in improving the visitor experience at both stores, through attractive and functional interior design and visually appealing merchandise displays that reflect the interpretive themes of the Blue Ridge Parkway.

Using not more than **10 pages**, including all text, pictures, graphs, etc.:

- 1) Describe your proposal for an interpretive theme-based retail operation at both locations, including improvements to displays and furnishings.
- 2) Provide your concepts for the organization of the interior spaces of both retail stores to make effective use of the size and location of the facilities.

Do not propose items that may generate Leasehold Surrender Interest, as the Service will not consider such items if proposed.

PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT. (0-5 POINTS)

Note to Offeror: To assist in the evaluation of proposals under this and other selection factors, provide the following information regarding the organizational structure of the business entity that will execute the Draft Contract. This organizational structure information will not be scored for selection purposes, but may be used for assessing responses to various selection factors. If the Offeror is not yet in existence, the Offeror-Guarantor should describe its own experience and explain how such experience will carry over to the Offeror entity.

Offeror's Organizational Structure

Describe the entity with which the National Park Service will contract, specifying whether it is currently in existence or is to be formed. Clearly define the Offeror's relationship to all superior and subordinate entities. Identify the entity, if other than the Offeror, that has the authority to allocate funds, hire and fire management employees of the Offeror. Identify any individual or business entity that holds or will hold a controlling interest in the Offeror. If the Offeror is a limited liability company, a partnership, or a joint venture, identify and provide information about each managing member or manager, general partner or venturer, respectively.

Submit your organizational documents (e.g., partnership agreement, articles of incorporation, operating agreement).

Using the appropriate Business Organization Information form (as applicable) at the end of this section, identify the Offeror and each business entity and/or individual to be involved in the management of the proposed concession operation. Use the form appropriate for your business entity or sole proprietorship and include all information necessary to make the relationship among the parties clear. When completed, the Business Organization Information form should convey the following information:

- 1) Full legal name of the Offeror and any trade name under which it proposes to do business.
- 2) The legal form of the Offeror, if other than an individual.
- 3) The name, address and, if applicable, form of business entity of all owner(s) of the Offeror, including, without limitation, all levels of parent organizations, their relationship to the Offeror, and the precise extent of their ownership interests.
- 4) The name, address and, if applicable, form of business entity of all related, subordinate, or superior business organizations and/or individuals that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice. Use additional pages if the information does not fit within the forms provided.
- 5) If applicable, the length of Offeror's existence as a business entity.

Subfactor 3(a). Operational Experience

Describe one example of the experience of the Offeror in the operation and management of hospitality services (including lodging, food and beverage, and retail sales).

Using not more than **10 pages**, including all text, pictures, graphs, etc., provide the following information. Avoid overlap in your responses here and Principal Selection Factor 1:

- 1) General Information
 - a) Name of business entity
 - b) Location of business entity
 - c) Location of operation (if different than location of business entity)
 - d) Time frame of experience, with dates
 - e) Role in the business entity
 - f) Description of services provided
 - g) Annual gross receipts, by department if applicable
 - h) Average daily rate or check during most recently completed year/season for each service type
 - i) Operating season and hours
 - j) Number of employees during high and low seasons
 - k) Any special operating conditions or challenges posed by a semi-remote environment
 - l) Any awards or recognition of excellence
- 2) Lodging
 - a) Number of rooms in property
 - b) Annual occupancy during most recent completed year/season
- 3) Food and Beverage
 - a) Type of food service (e.g., convenience, limited service, full service, etc.)
 - b) Number of seats
 - c) Annual number of guests by meal period during most recent completed year/season
- 4) Retail Sales
 - a) Average annual number of transactions during most recent completed year/season
 - b) Square feet of retail space

Subfactor 3(c). Staffing Qualifications and Training

The Service is seeking Offerors that demonstrate a commitment to excellence in providing personnel with substantial professional experience and training to carry out the responsibilities of the Draft Contract.

Using not more than **10 pages**, including all text, pictures, graphs, etc.:

- 1) Describe the function and necessary qualifications for the individuals you will employ for each of the following positions in a tabular format like the one shown below. Do not submit resumes or describe the qualifications of specific individuals. If you intend that one position would cover more than one function (e.g. Maintenance Manager is also Risk Manager), disclose that in a separate narrative and explain your rationale for that staffing decision.

Minimum Qualification Information (Offerors may provide more information than called for in this table)			
	Critical Functions of Position	Minimum Qualifications	Certifications (if applicable)
General Manager			
Lodging Manager			
Retail Manager			
Food & Beverage Manager			
Risk Manager			
Maintenance Manager			
Environmental Manager			

- 2) Describe the minimum standards and procedures you will apply to the pre-screening, hiring, training, and termination of personnel (for example, applications, drug testing, law enforcement clearances, reference checks, and interview requirements).
- 3) Describe how you will train employees, including your plans for managing employee orientation and mid-season hires. Describe your program for both management and staff employees. Include your training plans to provide excellent customer service, specific services provided under the Draft Contract, how you will train your employees about the Service requirements. Describe how you will evaluate the success of this training.

Subfactor 3(d). Violations or Infractions

The Service is aware that any business may receive the occasional notice of violation, penalty, fine, less than satisfactory public health rating, or similar regulatory notice from a federal, state, or local agency (hereinafter collectively referred to as "Infractions"). The Service is interested in understanding how your business manages these Infractions.

In responding to this subfactor, you need to consider the Offeror and all of its principals (for corporations, their executive officers, Directors, and controlling shareholders; for partnerships, their general partners; for limited liability companies, their managing members and managers, if any; and for joint ventures, each venturer) and all parent entities, subsidiaries or related entities under the primary organizational entity (such as a parent corporation and all subsidiaries), collectively referred to as "Related Entities," that **provide the same or similar services as required or authorized by the Draft Contract**, whether as a principal or employee of Offeror or otherwise.

If the Offeror has not yet been formed, each Offeror-Guarantor must respond to the items in this subfactor for itself and its Related Entities as identified above.

For each Offeror or Offeror-Guarantor, and their respective Related Entities, provide the following:

- 1) List of Infractions. Identify Infractions issued by a federal, state or local regulatory agency in the last five years. Do NOT submit copies of the Infraction report; submit in a tabular format.
 - a) The basis for the Infraction
 - b) The regulatory agency that issued the Infraction
 - c) When the Infraction was issued
 - d) How the Related Entity addressed the Infraction
 - e) How the Related Entity ensured the problem was minimized or would not recur
- 2) Describe the Related Entities you considered and explain if you excluded other Related Entities, and, if so, why.
- 3) Disclose the federal, state, and local regulatory agencies you considered in responding to this subfactor.
- 4) In 5 pages or less, including all text, pictures, graphs ,etc., describe your overall strategy to minimize infractions and how you resolve, or plan to resolve, infractions when they do occur.

FORM 1

BUSINESS ORGANIZATION INFORMATION CORPORATION, LIMITED LIABILITY COMPANY, PARTNERSHIP OR JOINT VENTURE (PRINCIPAL SELECTION FACTOR 3)
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Complete separate form for the submitting business entity and any and all parent entities.

Name of Entity and Trade-name, if any	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID#	
State of Formation	
Date of Formation	

OWNERSHIP	PERCENTAGE OF OWNERSHIP INTERESTS	CURRENT VALUE OF INVESTMENT
Names and Addresses of those with controlling interest and key principals of business		
Total Interests Outstanding and Type(s):		

OFFICERS AND DIRECTORS OR GENERAL PARTNERS OR MANAGING MEMBERS OR VENTURERS	ADDRESS	TITLE AND/OR AFFILIATION

Attach the following:

- Description of relationship of any and all parent entities to the Offeror with respect to funding and management.

FORM 2

BUSINESS INFORMATION INDIVIDUAL* OR SOLE PROPRIETORSHIP (PRINCIPAL SELECTION FACTOR 3)

Name of Individual and Trade name, if Any**	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person (if other than the Offeror)	
Tax ID #	
Years in Business (of same type as required service(s))	
Current Value of Business	
Role in Providing Concession Service(s)	

*Due to difficulties determining authority to act and ownership, the Service will not accept a proposal from spouses jointly as a purported business entity. Either one individual must serve as the Offeror or the spouses must form a corporation, partnership, or limited liability company to serve as Offeror.

**If the sole proprietorship acts under a name other than that of its owner (i.e., does business as "company name"), also add the jurisdiction where the company's trade name is registered, if any.

PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL. (0-5 POINTS)**Notes to Offeror:**

In the event the Offeror is not yet in existence, provide the information described below with respect to both the to-be-formed Offeror and the Offeror-Guarantor(s), which must unconditionally state and guarantee that the Offeror-Guarantor(s) will provide the Offeror with all funding, management and other resources that the Draft Contract requires and the proposal offers.

All forms are provided electronically on the enclosed compact disk. The Offeror must complete all forms provided and submit both a hard copy and an Excel spreadsheet file.

Subfactor 4(a). Demonstrate that you have a credible, proven track record of meeting your financial obligations by providing the following:

- 1) The completed Business History Information form provided at the end of this section.
- 2) Audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Audited financial statements should be provided for the Offeror AND all parent companies. Audited financial statements must be provided for any individual Offerors, general partners in a partnership, managing members and managers, if any, of a limited liability company and all venturers in a joint venture. If the Offeror is not yet formed, submit audited financial statements for each Offeror-Guarantor.

-OR-

If audited financial statements are not available, explain in detail why they are not available. If reviewed rather than audited statements are submitted, explain why the statements were reviewed rather than audited.

If neither audited nor reviewed statements are available, the Offeror (or Offeror-Guarantor(s), if applicable) must submit other compelling evidence including personal financial statements for each of the Offeror's principals (as defined under PSF3) and a letter from its Financial Institution. Such letter must outline the Financial Institution's historical relationship with the Offeror. Specifically, the Financial Institution should provide the following information: number of years of the relationship, description and amount of all credit facilities extended along with their average annual outstanding balance and current outstanding balance; current account balance; and statement of whether the Offeror has met all obligations with the Financial Institution as required.

- 3) A CURRENT credit report (within the last six months) in the name of the Offeror from a major credit reporting company such as Equifax, Experian, TRW or Dun & Bradstreet. If the Offeror is not yet formed, include a credit report for each Offeror-Guarantor.

The Service requests the above documentation to understand your history of meeting your financial obligations. The Service has listed certain documents that likely would meet its expectations under various circumstances and conditions. The Offeror or Offeror-Guarantor must provide comprehensive materials to demonstrate that you do have a history of meeting your financial obligations.

Subfactor 4(b). Demonstrate that your proposal is financially viable and that you understand the financial obligations of the Draft Contract by providing the following:

- 1) Your estimate of the acquisition and start-up costs of this business using the Initial Investment and Start-Up Expense and the Initial Investments and Start-Up Expense Assumptions forms included in the Excel spreadsheets provided as an Appendix to the prospectus. Explain fully the methodology and the assumptions used to develop the estimate. The information provided should be of sufficient detail to allow a reviewer to understand how the estimates were determined. If you are the Existing Concessioner and do not anticipate any additional initial investment or start-up costs, please state that you consider the current personal property and assets adequate to operate this concession opportunity successfully.
- 2) Using the Excel spreadsheets provided as an Appendix to the prospectus, complete the Income Statement and Income Statement Assumptions forms and the Cash Flow Statement and the Cash Flow Statement Assumptions forms found in tabs within the Excel workbook. Provide estimates of prospective revenues and expenses of the concession business in the form of annual prospective income and cash flow statements for the entire term of the Draft Contract. Also complete the Operating Assumptions tab to explain your financial projections.

Below are some general notes regarding the provided forms found in the Appendices attached to the Prospectus:

- The Service has provided forms that request the information in the format it desires. These forms may differ from the format and requirements set forth in generally accepted auditing standards (GAAS) with regard to prospective financial statements. The Service does NOT request that the prospective financial statements be reviewed in accordance with GAAS.
- Do not add or eliminate rows on the Excel spreadsheets provided in the appendix. Columns should not be deleted; however, columns may be added to reflect the number of years in the Draft Contract term, if necessary. If you wish to provide additional information, do so in additional spreadsheets, outside of the ones provided. If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables. For the purpose of the pro forma statements use the calendar year as the fiscal year.
- Provide a clear and concise narrative explanation of the method(s) used to prepare the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to provide a full understanding of how the estimates were determined.
- Complete all of the forms provided and submit both a hard copy and an electronic Excel workbook file.

Subfactor 4(c). Demonstrate your ability to obtain the required funds for start-up costs under the Draft Contract by providing credible, compelling documentation, particularly evidence from independent sources, such as bank statements, audited or reviewed financial statements, and signed loan commitment letters. Fully explain the financial arrangements you propose, using the following guidelines:

- 1) If funds are to be obtained from operating cash flows, document each source and the availability of these funds by referring to your previous and current audited financial statements.
- 2) If funds are to be obtained from lending institutions (banks, savings and loans, etc.), provide supporting documents including but not limited to documents that describe the approximate amount of the loan, the term of the loan and any proposed encumbrances on the Draft Contract. Include a letter (addressed to the National Park Service from the lender on the lending institution's letterhead) stating the amount of funds available to the Offeror at the date of the letter and estimated to be available at the projected effective date of the Draft Contract. The more definite the terms stated in the

documentation, the more credible the Service is likely to find the Offeror's ability to obtain the required funds.

- 3) If funds are to be obtained from an individual, or a business entity whose primary fund source is an individual, provide the following as appropriate with respect to such individual:
 - Signed funding commitment from the individual (stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract).
 - Current personal financial statement certified as to accuracy and completeness by the individual submitting it.
 - Current bank/financial institution documents that verify the account and account balance for the primary fund source.
 - Documentation of any assets to be sold.
 - Any other assurances or documents that demonstrate that the funds are available.
- 4) If funds are to be obtained from working capital liabilities (such as advance deposits), please provide estimates and a rationale for each estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
- 5) If funds are to be obtained from another source (e.g., a business entity whose primary fund source is not an individual), provide the following as appropriate:
 - Signed funding commitment from the fund source stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract.
 - Current audited financial statements for the most recent year.
 - Evidence that the source has the necessary funds to make the funding commitment.

BUSINESS HISTORY INFORMATION FORM
(PRINCIPAL SELECTION FACTOR 4 - SUBFACTOR 4A)

Business history information should be provided for the Offeror AND all parent companies. If the Offeror has not been formed yet, business history information should be provided for each Offeror-Guarantor.

The information provided below is for the entity: _____

- 1) Has Offeror ever defaulted from or been terminated from a management or concession contract, or been forbidden from contracting by a public agency or private company?

☐ YES

☐ NO

If YES, provide full details of the circumstances.

- 2) List any Bankruptcies, Receiverships, Foreclosures, Transfers in Lieu of Foreclosure, and/or Work-Out/Loan Modification Transactions during the past five years. (If none, then so indicate). Attach an explanation of the circumstances, including nature of the event, date, type of debt (e.g., secured or unsecured loan), type of security (if applicable), approximate amount of debt, name of lender, resolution, bankruptcy plan, and/or other documentation as appropriate.
- 3) Describe any pending litigation or administrative proceeding (other than those covered adequately by insurance) which if adversely resolved could materially impact the financial position of the Offeror.
- 4) Describe any lawsuit, administrative proceeding or bankruptcy case within the past five years that concerned the Offeror's alleged inability or unwillingness to meet its financial obligations.

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR. (0-4 POINTS)

The minimum franchise fee acceptable to the Service is:

- **One percent (1.0%) of gross receipts.**

The offer of a higher franchise fee than this minimum is generally beneficial to the Service and accordingly will generally result in a higher score under this selection factor. However, consideration of revenue to the United States is subordinate to the objectives of protecting, conserving, and preserving resources of the Area and of providing necessary and appropriate visitor services to the public at reasonable rates.

State the amount of franchise fee you propose. Such fee must at least equal the minimum franchise fee set forth above. Express this fee as a percentage of annual gross receipts. Do not propose a tiered franchise fee, e.g., 5% on the first \$10,000 of gross receipts, 6% on gross receipts between \$10,001 and \$25,000, and 7% on gross receipts between \$25,001 and above.

_____ percent of annual gross receipts

SECONDARY SELECTION FACTORS**SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR'S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION AND PRESERVATION OF THE PARK AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. (0-3 POINTS)**

Note to Offeror: The subfactors for Secondary Selection Factor 1 focus on environmental management programs and activities that promote general environmental objectives such as waste reduction, fuel efficiency, recycling, etc. Avoid overlap in your responses here and in Principal Selection Factor 1.

Service Objectives

The Service seeks environmentally friendly business practices, notably in the areas of sustainability and energy conservation; reduction of greenhouse gas emissions, purchasing of environmentally preferable products, fixtures and merchandise; solid waste reduction; recycling; and other similar proactive actions from the Concessioner. In responding to this Secondary Selection Factor, Offerors should review the provisions in the Draft Contract, including its Exhibits (especially the Maintenance Plan) for the baseline provisions required by the Service.

Subfactor 1(a). Solid Waste Management and Reduction

Using not more than **10 pages**, including all text, pictures, graphs etc.:

- 1) Describe how you will reduce solid waste generated by your operation. At a minimum your response must describe a recycling program, including training, signage, containers, and other infrastructure needed to support this effort. Do not propose capital improvements that could be eligible for Leasehold Surrender Interest.
- 2) Describe the ways you will manage solid waste generated by your operation that cannot be recycled, composted, or reused. Your response should include training, signage, containers, and other assets needed to support this effort.
- 3) Describe your measurable goals and how you will monitor and evaluate your success at reducing solid waste.

Subfactor 1(b). Fuel, Energy, and Water Conservation

Using not more than **10 pages**, including all text, pictures, graphs, etc.:

- 1) Describe how you will reduce greenhouse gas emissions and energy consumption generated by vehicles, HVAC, and appliances associated with Concessions operations (e.g. deliveries from vendors, commuting employees, etc.).
- 2) Outline the specific steps you will take above and beyond the requirements of the Maintenance Plan (Part C, Section 1(G)) to ensure that all departments (e.g. lodging, retail, food & beverage, etc.) will conserve water and reduce use throughout the term of the Draft Contract.
- 3) Describe your measurable goals and how you will monitor and evaluate your success at fuel, energy and water conservation.

SECONDARY SELECTION FACTOR 2. COMPLETING THE REQUIRED CONCESSION FACILITIES IMPROVEMENT PROGRAM. (0-1 POINT)

The Concessioner is responsible for all aspects of project development and implementation. All projects undertaken by the Concessioner require a coordinated effort between the Concessioner and the Service.

The Concessioner must propose, receive approval and accomplish all projects under the procedures found in Exhibit F Concessioner Construction, Major Rehabilitation, and Repair and Maintenance Project Procedures ("Concessioner Construction, Major Rehabilitation, and Repair and Maintenance Project Procedures") of the Draft Contract. The Concessioner Construction, Major Rehabilitation, and Repair and Maintenance Project Procedures present step-by-step procedures for the administration of Concessioner building projects and defines Concessioner responsibilities for project planning and design. Section 9(d)(3) of the Draft Contract states the start date of the required Concession Facility Improvement Program (CFIP) and Section 9(d)(4) states the required completion date of the CFIP.

Using not more than **5 pages**, including all text, pictures, graphs, etc.:

Using the proposed start and ending dates for the CFIP, please provide your timeline for completing the steps found in the Concessioner Construction, Major Rehabilitation, and Repair and Maintenance Project Procedures to meet the required start and completion dates of the CFIP. Your proposed timeline must include adequate time for coordination with the Service for approvals. The Service typically needs at least 60 days for review of project approvals. Your proposed timeline must be in a tabular or Gantt chart format and include completion dates for the following:

- 1) An Annual Construction and Repair and Maintenance Plan (CMP)
- 2) Notification to Service of Intent-to-Proceed
- 3) Identification of a Project Coordinator
- 4) Project Planning Conference with the Service and Proposed Project Statement (PS)
- 5) Project Statement submittal for Service Review
- 6) Approved Project Statement received by Concessioner
- 7) Resource Compliance Documents for Review and Approval
- 8) Project Documents (PDs) for Review and Approval
- 9) Project Estimate and Schedule
- 10) Identification of a Project Supervisor
- 11) Total Project Price for Review
- 12) Notice-to-Proceed with a Project received by Concessioner
- 13) Pre-Project Conference with the Contractor
- 14) Substantial Completion Inspection and Occupancy
- 15) Project Completion Report including "As-Constructed Drawings"
- 16) Project Acceptance and Close-out by the Director

SECONDARY SELECTION FACTOR 3. EMPLOYEE RECRUITMENT AND RETENTION (0-2 POINTS)

A high quality, skilled and motivated employee staff is a critical component of meeting visitor needs at Pisgah Inn. The Concession operation faces challenge to recruitment and retention including an isolated location and very few year-round employment opportunities.

The Service believes improving employee housing and associated amenities will help attract and retain a high quality, skilled and motivated staff. The Service will consider proposals for converting one or more of the dorm rooms into an employee kitchen and lounge/recreation room and consider proposals for adding an outdoor recreation area.

Using not more than **20 pages**, including all text, pictures, graphs, etc.:

- 1) Explain how you will recruit for specific positions considering the seasonal nature of the operations.
- 2) Provide two examples of different staffing challenges you have successfully met related to recruitment and retention. If applicable, include at least one example that describes a seasonal operation in an isolated location that demonstrates how you analyzed the situation and tailored specific solutions to meet the identified challenge.
- 3) Provide a description of how you will retain excellent management and staff employees during a given season, and how you will encourage them to return for another season. Identify any other employee incentives, such as transportation, recreation, or dining options, you will offer to attract and retain employees.
- 4) Provide details about the furniture and amenities you would include in employee housing areas. Describe any upgrades you will make to employee bedrooms and bathrooms. If you propose to add common areas, by converting one or more of the dorm rooms into an employee kitchen and lounge/recreation room or adding an outdoor recreation area, specify the modifications, including size and layout of the areas that you propose.

Do not propose items that may generate Leasehold Surrender Interest, as the Service will not consider such items if proposed.